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EXCERPT FROM TRANSCRIPT

CIA CAREER SERVICE BOARD - 30TH MEETING

6 May 1954

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ORIGINAL DOCUMENT MISSING PAGE(S):

1-15

21-23

~~SECRET~~

25X1A9a MR. [REDACTED] Staff employee is.

MR. [REDACTED] It's inclusive, legally.

MR. [REDACTED] A staff agent has everything a staff employee does. We

do have two separate categories, but we are relying on that definition of "staff agent" to give them this right.

25X1A9a MR. [REDACTED]: People don't understand the legalities of things, and when they read this they are going to say, "Well, I'm out again."

MR. KIRKPATRICK: Why isn't "staff personnel" correct?

25X1A9a MR. [REDACTED] Technically there is no such thing.

MR. KIRKPATRICK: We could create it today. That would include staff agent and all personnel.

25X1A9a MR. [REDACTED] To put staff agent back in is the simplest way to do it.

MR. KIRKPATRICK: I think we are jousting with windmills.

Red, do you have any comments?

MR. WHITE: No.

MR. KIRKPATRICK: Gene?

25X1A9a MR. [REDACTED] I worked very closely with the Task Force on this. The main mechanism of the examining panels, etc., doesn't go into effect until 1957.

MR. REYNOLDS: I have some comments to make, Kirk, because I think that it wouldn't be fair to the Agency if I didn't state that while I am going into this thing as AD/P with my eyes completely open, I am at a disadvantage because I don't know what has been in existence in the two years prior to my coming down here. I fully recognize, as I feel sure you all do, that this is creating a group of first and second-class citizens, and we know it. There it is, right there. I would like to point out what I believe and am afraid is going to happen, and we would be prepared to face.

On page 2, the policy of a. here, we say (reading): "Personnel selected for membership will be afforded, within the framework of applicable laws, preferential consideration or opportunity to advance their careers in the CIA by utilizing the benefits and facilities now and hereafter provided for members of the Career Service including promotion, tenure, training, rotation or assignment, and other programs designed to improve their value to the Agency." I think we should take a look at what the benefits are and what the effect will be when this becomes fully operative. Insurance is the same for both first and second-class citizens. That is all right. They can take anything they want. Retirement is the same, depending upon such legislation as the

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Government may pass. At the present time promotion is the same, but it won't be - those who are not in the career service are probably going to sit in their grade for a considerably longer time, and some of them will unquestionably leave.

MR. KIRKPATRICK: But whose fault is that?

MR. REYNOLDS: Theirs, if they don't sign up. I am not making any statement as to what is good or bad, I am simply facing certain facts which I think we should all face.

MR. KIRKPATRICK: The only comment I want to make, Harry, is that this particular subject as to the effect that the establishment of a career service would have, based along these lines, I would conservatively estimate has been the subject of at least ten full Board discussions, going into all of the factors, and as to the feeling of those who weren't in the career service, etc. The obvious thing to my mind, particularly in this day and age in Washington, that this will mean to people and that probably will be a key factor in their decision as to whether they sign the application or not, will be that should a reduction-in-force be implemented the career service will be the hard nucleus which will not be hit until after the non-career service people have been hit. ?

MR. REYNOLDS: Kirk, that is all true, but I wish you would bear with me for five minutes so that I may get off my chest my own feelings on this if I have to administer it, which I presumably will have to do, and the elements that I think are going to be very, very troublesome.

~~Now~~ I know you have all talked about it, but I haven't, and I would like to make these statements, if I may. When you come to tenure and reduction-in-force certainly your nucleus will be the CIA career people, but you will have people who are not CIA career service people, who have not signed up, who have been here a long time, and they are going to go right smack on their rights to the Civil Service, and we are going to have some difficulty. Now we have to face that. When it comes to training it's service for all in certain phases of it, but in other phases only those career service people will get the type of training they ought to get and possibly the others will be ignored. For assignment it's obvious that the career service people will get the best assignments. ~~Now~~ This has all been faced, I realize it, but what are we going to do with the say 20 percent who don't sign up? If I were one of those 20 percent I would prepare to leave the Agency. ~~Now~~ Can we afford to lose 20 percent of these people? From the security standpoint I talked this over with [REDACTED]

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CONFIDENTIAL

SECRET

to get his slant on it. The morale factor creates a security factor because you have discontented alumni of the Agency stepping out. ~~Now~~ I just want you all to realize that I know all these things, and know that we are going to face them, and when this Board ceases to exist and the new Board comes into effect there is going to be trouble. We are going to have it just as sure as we are sitting here, with a second-class group of people.

25X1A9a MR. [REDACTED] You mentioned 20 percent. The best we have been able to sound out in the DD/I area, I would be surprised if one percent failed to sign up.

25X1A9a MR. [REDACTED] Whaaaaaaaat?
MR. [REDACTED]: When they're sitting quietly in Washington they're not particularly worried about going overseas.

25X1A9a MR. [REDACTED] I heard Sheldon and Amory at meeting after meeting just go up and down the walls on this issue. Somebody's wrong, that's all, about the state of mind in DD/I.

MR. KIRKPATRICK: Are you counting the professionals only or all personnel?

25X1A9a MR. [REDACTED] All personnel.
MR. [REDACTED] It couldn't be.

MR. KIRKPATRICK: I would say between 20 and 40 percent.

25X1A9a MR. [REDACTED] That is why I wanted to poll them and find out what the opinion in the DD/I was, because we don't know and have no indication.

25X1A9a MR. [REDACTED]: There is only one issue, Harry, when we face up to the hard nut of this: Of all the people, whether it's five percent or twenty percent or forty percent that would not sign, I would say that the large majority, if not almost all of those who would not sign, it would be solely because of the overseas duty or being moved elsewhere. I think that probably is the one single issue which would divide right down the middle. Now Kirk and Rud and Matt and I, certainly, and maybe others, have been in on innumerable discussions on that subject and we usually end up at just about that same point. The Agency is faced, it seems to me, with a very simple alternative which has to be determined and which we have tried to determine: We either strike out this business that "I promise to serve anywhere, any time and in any way" - leave that sentence out and leave all of the rest in and make career service in the Agency almost one hundred percent; or, we decide that it is only those who are willing to serve everywhere, and sign the thing in good conscience.

18
CONFIDENTIAL
SECRET

~~CONFIDENTIAL~~~~SECRET~~

Now I can imagine that you could debate this thing for hours as to which of those alternatives is proper. There are things to be said, certainly, in favor of both. The question of the elite corps, which always comes up when you divide people, no matter how you divide the blues and the pinks or the reds and the greens, it's an issue that has been fought up and down. We are all against it but we find ourselves forced into it by the force of circumstances. It may well be that on the basis of the points you raise, your responsibility in this matter, the fact that your heart has to be in this, the difficulties that may beset the Agency, a difficult time for it in Washington, may dictate that we will have to have a look with the Director at the precise measure of this issue of dissatisfaction, and maybe we would have to go back to alternative one that I mentioned - I don't know - but certainly this is the point that has to be faced, despite all our previous conversations. But I feel myself that it is the point at which the most senior people in the Agency have got to set aside an hour sometime, someplace, and actually contemplate and face the issue.

MR. KIRKPATRICK: Matt, you can check me on this, I think this is a factual statement, at the last three quarterly orientation courses where the total attendance, I would guess, runs between 15 and 18 hundred, I have made the statement in discussing career service, that individuals have an obligation to the Agency just as the Agency has an obligation to them, and that the Agency expects of its people that they will serve when, where and how the Agency wants them to serve, personal factors being taken into consideration and full realization being given that the Agency would utilize them where they are most valuable. To my knowledge there has not been a single play-back, a single question on that, or a single repercussion from people who heard that, and there were 1800 who heard that statement made. Not one said, "Mr. Kirkpatrick, I don't like this"; or, "I'm going to talk to Senator McCarthy"; or, "It sounds like Russia"; or, "I'm going to quit." Now if you told that to 1800 and not even got one person to stand up to say, "That sounds bad to me", I just wonder if we aren't expanding this situation beyond its true meaning.

The other point I would like to make is simply to say I don't think I would care to be party to a career service program or to advocating a career service program which did not require obligations on the part of the employee. I do not think it would be fair to call it a career service program if it was a one-way street where we gave the employee everything and asked for nothing

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30th Meeting

6 May '54

Pg. 20 (Continued)

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in return, and I think you would get a very strong Congressional reaction to that, because the Congress itself put the obligations on the military services, and if you recall in discussing this one of the reasons we thought we would put these obligations on them ourselves, is simply to forestall any possibility of the Congress requiring them. Harry, we even discussed going so far as to prohibit persons from resigning, but as civilians you couldn't very well do that, even though you could for the military services.

MR. REYNOLDS: I want to make myself perfectly clear on this. Naturally I wouldn't be in this job if my heart wasn't in it. I fully realize that the career service program is part of the operation of a sound personnel program. I simply wanted you all to clearly understand that I recognize that these things may occur and they may be serious, and we cannot go into it with our heads in the sand. I personally would like to have every person who enters on duty in the Agency sign this paper. I think that is the two-way street part of it, and I think it ought to be made a prerequisite to employment that you sign this paper. I hope we are going to get to that.

MR. KIRKPATRICK: I do, too.

MR. WHITE: One of the problems Harry is talking about, and which I guess everybody has been aware of, you may well find, when you face the show-down, that your second-class citizen in some cases has more rights than your first-class citizen.

MR. KIRKPATRICK: Sure, they are less restricted.

MR. WHITE: Because of Veterans Preference or Civil Service status or something else, and short of legislation you may well face a case where your second-class citizen has more rights than your first-class citizen has.

MR. REYNOLDS: With the recognition that I have given you of my feeling on this situation, there is one part of the paper which I think weakens my own position very much, if it isn't somewhat changed. That is under 5.a., the responsibilities of the AD/P. I think that instead of "The Assistant Director for Personnel has over-all responsibility for reviewing the effectiveness...." it should be that he directs the selection program, because you may get caught in a situation like that which occurred sometime ago in a similar circumstance where the AD/P was out-voted by a Board, and his entire authority was wiped out, and it had to be taken to General Smith so the circumstances could be checked. You see, these boards are going to vary, and you may not always get the people on these boards that thoroughly understand the program

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